



PHOTOS TAKEN PRIOR TO MARCH 2020

Employment Lands & Economy Review

PHASE 2 ENGAGEMENT SUMMARY October 2020

APPENDIX A



Vancouver
Plan

Employment Lands and
Economy Review

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Acknowledgement

The City is engaged in economic development planning in order to improve the economic future and quality of life of all of its diverse residents. The Employment Lands & Economy Review (ELER) builds on all economic development work done before it on these lands—the traditional, unceded territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish) and səl̓ ilwətaʔt̓ (Tsleil-Waututh) peoples.

As a City of Reconciliation, the City is committed to incorporating Indigenous perspectives into all of its work. The Employment Lands & Economy Review acknowledges that Indigenous peoples have been running their own prosperous, sustainable and equitable economies for thousands of years on this land. It also acknowledges that this ability was taken away through the devastating impacts of colonization which still persist today. In spite of this, the Musqueam, Squamish, Tsleil-Waututh and Urban Indigenous people are working on major economic development initiatives of their own and leading their communities in economic endeavours important to the future of Vancouver’s economy.

The staff team coordinating the Employment Lands & Economy Review is humbled and grateful for the previous policy work conducted by Indigenous groups and organizations (from which they learned and incorporated into the project) and the contributions made by Indigenous people who have engaged in this project and those who will contribute further through the Vancouver Plan.



Phase 2: Engagement Summary

The Employment Lands & Economy Review (ELER) considered input from representatives across Vancouver’s economic sectors, business and industry organizations, regional partners and other levels of government, social purpose and non-profit organizations, employers, workers, academic experts, and the general public. The feedback shaped both phases of the ELER and has provided foundational input to the Vancouver Plan process. From January 2019 to October 2020, the ELER has involved more than 7400 engagement contacts.

Phase 1

The Phase 1 Council report presented on January 22, 2020 included an Engagement Summary describing the ELER’s engagement activities and feedback received from January 2019 to November 2019. Phase 1 of the ELER considered input from representatives across Vancouver’s economic sectors, business and industry organizations, regional partners and other levels of government, social purpose and non-profit organizations, employers, workers, academic experts and the general public. The Phase 1 engagement helped frame the challenges and issues informing the Phase 2 policy development process.

Phase 2

Phase 2 engagement focused on policy development and the assessment of options to address the challenges identified in Phase 1. Engagement from January to October 2020 included meetings, workshops, pre-COVID-19 tours and site visits, phone calls, online presentations, and on-going cross-departmental input and co-ordination of related policy development. In order to adjust and adapt to the impacts of COVID-19, as of March 2020, the Phase 2 engagement efforts refocused to consider economic impacts from the pandemic and to assess policy priorities to assist in economic recovery, in addition to long-term economic planning. Draft directions, policy ideas, and actions were presented to targeted key groups for input including academics experts, non-profit and social purpose organizations, specific industry proponents and representatives, and our External Advisory Group (EAG).

The City of Vancouver convened an EAG to help inform the ELER with representation from a diverse range of perspectives including industry associations, labour representatives, non-profit organizations, representatives from the development industry, and businesses from all economic sectors. The role of the EAG is to provide input and insight at key milestones throughout the planning process - including opportunities and challenges in the economy, external forces impacting economic sectors, methodology used in its technical analysis, assumptions factored into the analysis and final proposed policy recommendations. Over the course of three meetings in Phase 1 and one meeting in Phase 2, the members of the EAG shared their expertise, participated in dialogue and learning, and helped build project support by providing information to member affiliations and the larger community.

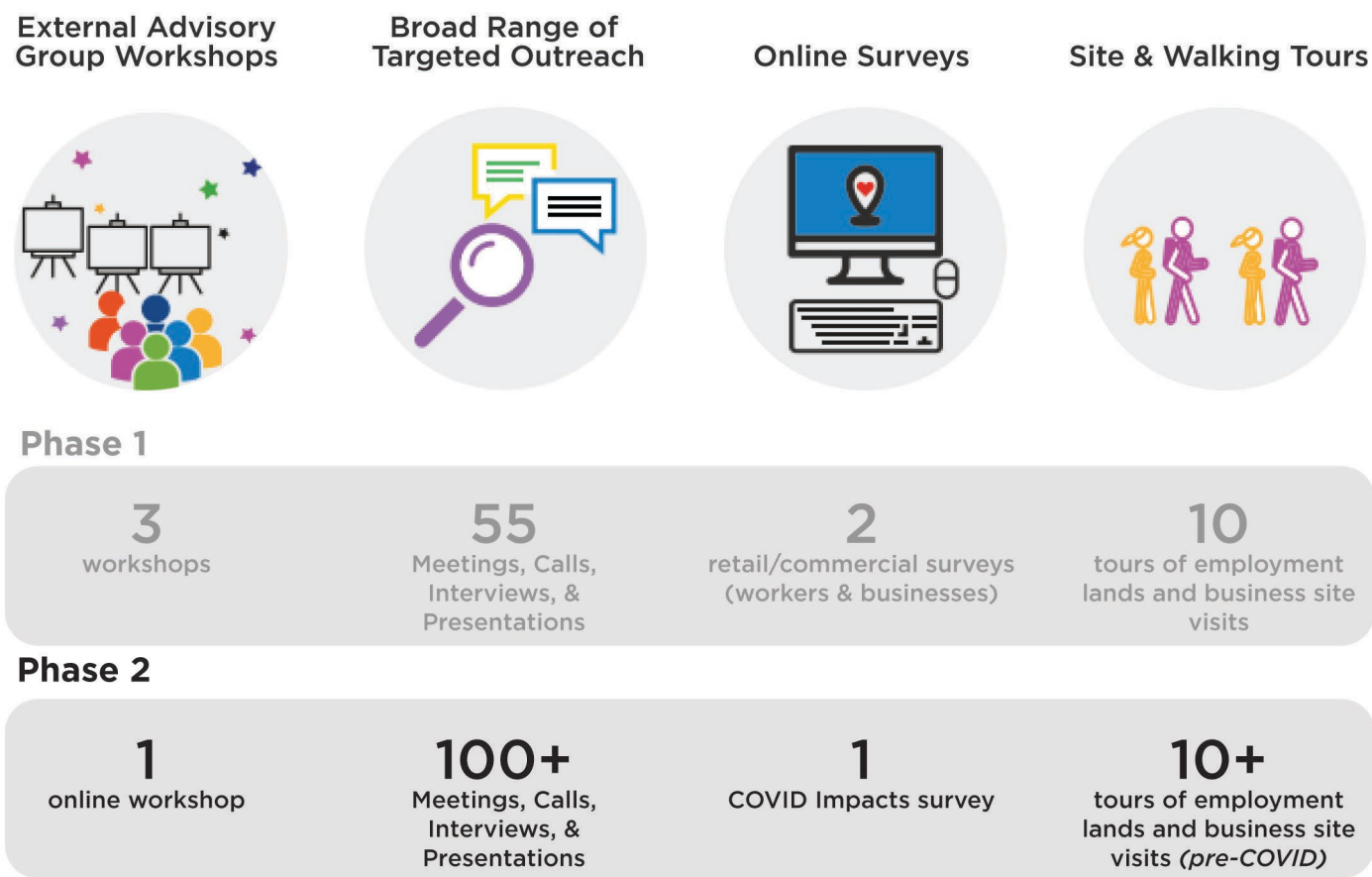
The ELER conducted a survey of EAG members in June 2020 before the fourth EAG meeting to assess the impact of the COVID-19 on different aspects of the city’s economy. 76% of the EAG membership, representing all of Vancouver’s economic sectors, participated in the June 2020 survey. Draft policies were presented to the EAG at the fourth meeting in July 2020 to 50 attendees online.

The Phase 2 Engagement Summary outlines the engagement during Phase 2 and highlights what we heard from the EAG through the June survey and the fourth EAG meeting in July.


Phase 2: How We Engaged

7,400+ engagement contacts during Phase 1 & 2


Phase 1 & 2 Engagement: January 2019 - October 2020
Broad range of activities and events




COORDINATED INITIATIVES



BROADWAY PLAN



VANCOUVER PLAN
Planning Vancouver Together



Metro Vancouver Industrial Lands Strategy

Phase 2: Who We Heard From

42nd Street Consulting	Pockit Self Storage	Vancouver Film Studios	Business Improvement Associations (BIAs)
Association of Mineral Explorers of BC	Pooni Group	Vancouver Fraser Port Authority	Cambie Village BIA
Auto Retailers Association	Port of Vancouver	Vancouver Native Education College	Commercial Drive BIA
BC Financial Services Authority	Public Storage	Vancouver Urban Core	Chinatown BIA
Beedie Group	QuadReal	Vantage Point	Collingwood BIA
Binners’ Project	Recycling Alternative	VCH Population Health	Dunbar Village BIA
Buy Social Canada	SADP-Architecture	Wesbild	Downtown Vancouver BIA
CCAP (Carnegie Community Action Project)	Self-Storage companies	Women's Advisory Committee	Gastown BIA
Commissary Connect	SFU Community Economic Development Program		Hastings Crossing BIA
Community Impact Real Estate (CIRES)	SFU Urban Studies Program		Hastings North BIA
Conwest	Sightline Properties		Kerrisdale BIA
Deloitte	Small Business BC		Kitsilano 4 th Avenue BIA
Exchange Inner City	Smith Bros. & Wilson (BC) Ltd.		Marpole BIA
Film & Motion Picture Leadership Group	Social Purpose Real Estate Collaborative (SPRE)		Mt Pleasant BIA
Great Northern Way Scene Shop & Arts Factory	Stantec Architects		Point Grey Village BIA
Great Northern Way Trust	Tourism Vancouver		Robson Street BIA
Greater Vancouver Board of Trade	UBC Sauder School of Business		Fraser Street BIA
greenHUB	UBC School of Community and Regional Planning		South Granville BIA
Hungerford	UBC Geography		Strathcona BIA
Image Engine	Unite Here! Local 40		Victoria Drive BIA
Madison Pacific	Urban Core		West Broadway BIA
Metro Vancouver	Urban Development Institute (UDI)		West End BIA
Metro Vancouver Aboriginal Executive Committee (MVAEC)	Urban Land Institute (ULI)		Yaletown BIA
Mining Association of BC	Vancouver BIA Partnership		
Motion Picture Leadership Group	Vancouver City Planning Commission		
MST/City of Vancouver Intergovernmental Relations Group	Vancouver Economic Commission		
NAIOP			

What We Heard

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Section 1: COVID-19 Impacts Survey

Summary

The Employment Lands & Economy Review (ELER) circulated an online survey to the External Advisory Group (EAG) membership and other respondents representing Vancouver’s economy to hear how the COVID-19 pandemic had impacted individual sectors that members represent, work with, or belong to. The survey ran from June 17th to July 3rd, 2020 and had a 76% response rate. Respondents represented all sectors of Vancouver’s economy including:

- accommodation
- arts & culture
- architecture & design
- co-working
- digital entertainment & interactive
- education
- entertainment
- film & TV
- finance
- government
- health
- information & communication technology
- legal
- manufacturing
- non-profit
- real estate
- restaurant
- social purpose real estate
- tourism
- transportation

The survey provided EAG members the opportunity to submit feedback on their experience with the impacts of COVID-19 on current operations, and the outlook for employment, and space needs both during and after the pandemic.

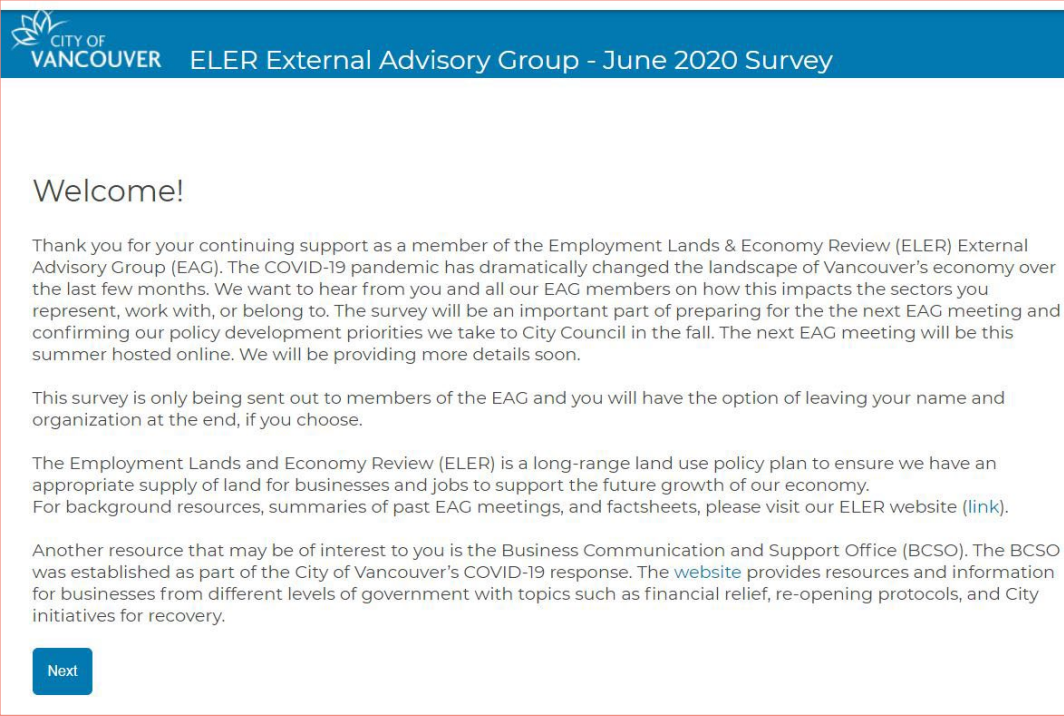


Figure 1 - Survey landing page

Operational Impacts

COVID-19 impacted all sectors in the city of Vancouver’s economy amplifying existing stresses such affordability and exposing vulnerabilities in many sectors.

Senior government measures to mitigate the spread of COVID-19 through orders closing businesses, restricting operations, and border controls, impacted each sector and type of operation differently:

- For work that could be moved to a work-from-home model, many operations were not ready to transition the entire workforce.
- For operations that required on-site staffing, those with larger spaces such as art studios continued to operate as possible. However, other in-person operations struggled to meet spacing and safety requirements.
- Many operations were ordered closed requiring reduced staffing and layoffs.
- Community non-profits faced the unique challenge of providing essential services while operations required scaling back or closing.

Summary of Responses

- Moderate impact to operations
 - Office staff worked remotely
 - Reduced work activities
 - Sectors this applies to include professional & transportation
- High impact to operations
 - Operations shut down
 - Modified and reduced re-opening
 - Sectors this applies to include education, manufacturing, transportation, and non-profit
- Extreme impact to operations
 - Operations shut-down
 - Still severely impacted or closed
 - Sectors this applies to include tourism, retail, entertainment, film & TV, arts & culture, non-profit
- Some sectors had varying impacts within their sector such as non-profits, retail, and transportation.

COVID-19 Impact to Daily Operations



Employment Growth Outlook

The ELER considered how COVID-19 impacts may require adjustment to policy priorities developed during phase 2 through EAG survey questions on the employment growth.

Employment growth outlook provides an indication of any change in direction or magnitude of change in sector growth during and after the pandemic.

The survey asked two questions regarding the outlook for employment growth before a vaccine is broadly available and after the pandemic is over. The response for the outlook during both timeframes varies.

The medium-term outlook for employment growth during the pandemic is quite divergent with 1/3 of respondents expecting increases, 1/3 expecting significant decreases, and the remainder not expecting any change. Whereas, respondents anticipate the long-term post-pandemic outlook for employment growth will return to pre-pandemic employment growth (53%) with the rest anticipating increases (47%).

No respondent anticipated a decrease in employment growth post-pandemic.

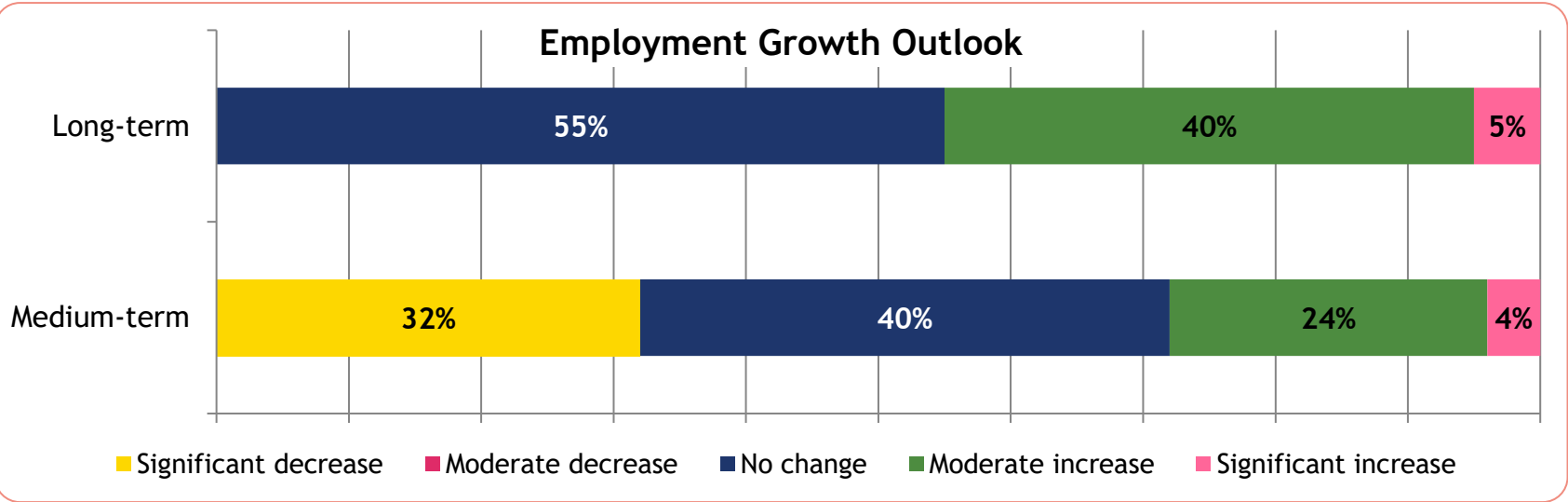
Summary of Responses

Medium-term Employment Outlook

- Sectors expecting a **SIGNIFICANT INCREASE** in employment include arts & culture, entertainment, film & TV, and non-profit.
- Sectors expecting a **MODERATE INCREASE** in employment include health, manufacturing, and non-profit.
- Sectors expecting **NO CHANGE** in employment include architecture and design, digital entertainment & interactive, education, government, information & communication technology, and real estate.
- Sectors expecting **SIGNIFICANT DECREASE** in employment include retail, tourism, and transportation.

Long-term Employment Outlook

- Sectors expecting a **SIGNIFICANT INCREASE** in employment include arts & culture, creative co-working, social purpose real estate, and non-profit.
- Sectors expecting a **MODERATE INCREASE** in employment include accommodation, arts & culture, non-profit, entertainment, film & TV, manufacturing, real estate, retail, and non-profit.
- Sectors expecting **NO CHANGE** in employment include architecture and design, digital entertainment & interactive, education, finance, government, health, information & communication technology, non-profit, social purpose real estate, real estate, restaurant and transportation.
- No respondents anticipate a decrease in employment growth after the pandemic.



Space Needs Assessment

The survey asked two questions regarding the outlook for overall space needs before a vaccine is broadly available and after the pandemic is over. The response regarding the outlook for space during both timeframes is quite consistent. The medium-term outlook for overall space during the pandemic is split mostly between “No Change” (50%) and increased outlook for space (44%). A small portion (6%) require less space due to less in-person space required for operations until after the pandemic is over.

Respondents anticipate changes to space needs post-pandemic with existing space conditions dropping (39%). However, the direction of post-pandemic space needs vary. For sectors such transportation, Non-Profit, and Arts & Culture, the long-term increase need for space includes rationale identifying underlying space issues exacerbated by COVID-19. For other sectors, the long-term space needs may still be uncertain. As we see with those who replied “Not sure/It varies”, some are waiting to see how work-from-home provisions affect long-term space needs. Other respondents who anticipate less space needs described their outlook depending on options such as off-site work.

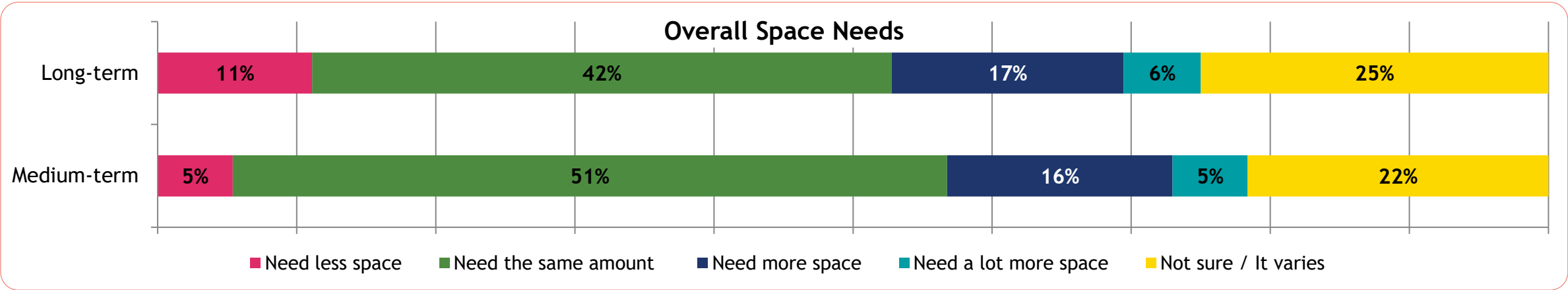
Summary of Responses

Medium-term Overall Space Needs Outlook

- Sectors expecting to need **LESS SPACE** include finance, real estate, and retail.
- Sectors expecting to need **THE SAME AMOUNT OF SPACE** include accommodation, education, film & TV, technology, real estate, restaurant, and transportation.
- Sectors expecting to need **MORE SPACE** include social enterprises, social purpose real estate, non-profit, and real estate.
- Sectors expecting to need **A LOT MORE SPACE** include the non-profit sector.
- Sectors **UNSURE OF SPACE NEEDS** include professional, retail, real estate (office).

Long-term Overall Space Needs Outlook

- Sectors expecting to need **LESS SPACE** include architecture/design, education, and retail.
- Sectors expecting to need **THE SAME AMOUNT OF SPACE** include accommodation, arts & culture, entertainment, manufacturing, non-profit, real estate, transportation.
- Sectors expecting to need **MORE SPACE** include arts & culture, non-profit, and transportation.
- Sectors expecting to need **A LOT MORE SPACE** include film & TV, and non-profit.
- Sectors **UNSURE OF SPACE NEEDS** include entertainment, finance, health, information & communication technology, and retail.



Section 2: External Advisory Group Meeting #4

Summary

The fourth meeting of the External Advisory Group (EAG) was held on July 29, 2020 online to accommodate the COVID-19 pandemic physical distancing measures. The meeting included a plenary by staff before transitioning into three break-out groups to discuss draft recovery actions and policy. The policy options were organized into the four themes of “Equity, Diversity & Resilience”, “Retail Commercial Areas”, Industrial Spaces, and “Office & Hotels” with staff presenting a more detailed presentation for each policy theme. Participants were asked to provide feedback on the draft policies and general feedback. Feedback was recorded by note-takers during the discussion, the online chat, and a follow-up survey circulated after the meeting.

The 50 participants in attendance represented all of Vancouver’s economic sectors. The workshop was hosted on the Cisco WebEx Training platform to accommodate the breakout group sessions. The following feedback to the meeting platform and format was received from some participants. Of those who responded to the feedback survey:

- All respondents ranked their overall experience with the platform as either “Good, the platform was easy to use” or “Satisfactory, I was able to participate.”
- Only two attendees had issues with the platform and staff were able to resolve both issues.
- A few attendees found the 3 hours too long for the amount of information provided.
- All responses indicated they liked the format.
- Feedback indicated the meeting was well facilitated and hosted and the information provided was relevant and useful.

Plenary Feedback

- Concern raised that changes due to this pandemic were not adequately addressed.
- Key economic drivers and strategies for the future remain largely the same.
- The City needs to see the response to COVID-19 as an opportunity to be more imaginative alongside its citizens emerging as a leader in proactive response, instead of reacting to perceived trends and previous economic status quo.
- Not everyone understands the full impact of COVID-19 as being with us beyond the short term until a vaccine is broadly available.
- Fundamental behaviours are evolving and will continue to into the future, so policies need to reflect this.
- Policies should be “flexible” and “creative” so as not to “box” ideas into a rigid framework.
- Although study is not about housing, housing is a significant component of the economy.
- There should be a real estate and development group specifically for the Vancouver Plan as the scope is completely different.

Break-out Groups

Following the plenary presentation the meeting split into three smaller groups for a more detailed presentation on the four policy themes and an opportunity to provide feedback through discussion.

Group 1: Equity, Diversity & Resilience

The Group 1 presentation outlined the overall recovery actions and long-term directions addressing equity, diversity, and resilience. Draft policies were presented for discussion and feedback. The subsequent section includes the feedback received.

Group 1 presentation link: <https://vancouver.ca/files/cov/eag-meeting-4-breakout-group-1-presentation-july-29-2020.pdf>

Group 2: Retail Commercial Areas

The Group 2 presentation outlined the overall recovery actions and long-term directions addressing retail, commercial areas. Draft policies were presented for discussion and feedback. The subsequent section includes the feedback received.

Group 2 presentation link: <https://vancouver.ca/files/cov/eag-meeting-4-breakout-group-2-presentation-july-29-2020.pdf>

Group 3: Industrial Space and Office & Hotels

The Group 3 presentation outlined the overall recovery actions and long-term directions addressing both industrial spaces and Office & Hotel policy areas. Draft policies were presented for discussion and feedback. The subsequent section includes the feedback received.

Group 3 presentation link: <https://vancouver.ca/files/cov/eag-meeting-4-breakout-group-3-presentation-july-29-2020.pdf>

Group 1: Equity, Diversity & Resilience Feedback

Impacts of COVID-19

Non-profit Organizations (NPOs)

- NPOs provided and delivered a large volume of services while experiencing reduced revenues due to the pandemic.
- NPOs (especially smaller ones) are losing spaces due to the pandemic.

Youth

- Most job opportunities lost over the summer for young people.
- Loss of first year of career for those starting out will have longer impact over the next couple of years.
- Large impact on youth well-being.
- COVID-19 increased challenges for families with summer camps (used for childcare) cancelled.

Social enterprises

- Social enterprises depend on sectors hardest hit by the pandemic, such as hospitality and retail, for revenues.
- Social enterprises have struggled to maintain their programs that create revenue and these are needed in order to provide services and maintain operations.
- Social enterprises provide entry-level training. People’s housing and employment are impacted by losing this revenue stream.
- Concern about the long-term continuity of social enterprises, and the impact of losing entry-level jobs they provide.
- Social enterprises came together quickly to collaborate and support the Downtown Eastside (DTES) community while communicating with the Emergency Operations Centre (EOC).
- Social enterprises reacted fast at the early stage of the pandemic. However, the lack of funding meant a lack of food going to SROs and senior housing. Some social enterprises had partnerships with private sectors for funding.
- Social enterprises are adaptable and can adapt quickly but lack funding.
- Social enterprises could collaborate with the other sectors to work around funding gaps.
- Social enterprises support peer networks for food distribution.
- Support for social enterprises should be a recovery action.
- Social enterprises should have their impacts and importance elevated.
- Social enterprises that stayed open to provide services were not represented in the Vantage Point statistics.
- Social enterprises required and depended on lots of fundraising to respond to community need.

Other recovery actions

Racialized communities

- Racialized communities are overrepresented in front line work.
- Consider specific patio support for racialized businesses such as restaurants.

Disproportionately-affected groups

- Support is not stable for informal vendors.
- Use participatory budgeting to get money to impacted groups.
- Continue CIRES’ community stewardship budget.
- Work with Realize Strategy and co-budget on further measures to help.
- Consider alternative revenue sources to offset the cost of business licenses or explore new revenue streams to support businesses.
- Ensure to update vendors about the Unpermitted Vending Study.

Group 1: Equity, Diversity & Resilience Feedback (continued)

Long-term ideas

“Special Economic Area”

- Designate DTES as a “Special Economic Area” or create rezoning policy that will help the development and implementation of social procurement, informal street vending, and other actions.
- Create a special designation for Downtown-Eastside/Oppenheimer District (DEOD) with the aim to expand into other areas of DTES in the future.

DTES Research Manifesto

- Use the DTES Research Manifesto as a way to instruct the most vulnerable groups while also creating opportunities in community participation through peering communities.
- The DTES Research Manifesto should inform or be incorporated in the Employment Lands & Economy Review work.
- Consider culturally-sensitive engagement with the community.
- The City can fill the intermediary role between community and industry.
- Create opportunities for community participation.

Equity components

- Add the Women’s Equity Strategy to the equity lens in the ELER.
- The ELER needs to address the gender equity strategy and the larger equity framework the City is working on.
- COVID-19 has really brought language access into focus as an important cross-cutting lesson for recovery.

Childcare

- As part of the research and monitoring, continue ongoing research and assessment of childcare needs.
- Consider referencing the \$10/day childcare pilot as the current framework, until a formal framework is adopted.

Sustainability

- Ensure sustainability components are included with policy for the film and tourism sector.
- Consider at-risk employment lands (e.g. flood plain and sea level rise area) as an option for temporary affordable housing.
- Consider policy ideas on use trade-offs for the employment lands at risk of floods, such as temporary structures, uses, activities.

Building on COVID-19 response

- Mitigation responses in the DTES should be documented as lessons learned and published to share those experiences and learnings around mitigation.
- COVID-19 responses through Emergency Operations Centre could be incorporated into recovery actions that transition into long-term policy.

Group 2: Retail, Commercial Areas Feedback

Specific Feedback

Relocation policy for businesses

- Interest in any planned policy to address displacement—specifically any relocation policy or program.
- Interest in the idea of a longer notification process and how it would work.

Zoning

- Businesses request for more flexibility to have workshops in commercial zones.
- City should relax zoning restrictions, such as uses that accommodate both maker and seller functions.

Patios

- Temporary patios should be made more permanent.
- Expedited patio permit process needs to continue.
- Alleys and rooftop activation should be done to add public realm function and help with business resilience and expansion.

Commercial sub-class

- Interest in how the commercial sub-class approach would work.
- Question why the commercial sub-call option is considered under short term actions.

Population density

- Population density is too low to sustain the commercial use in some areas.
- City should build population outside the arterials so that people could walk or roll to commercial areas.
- Participants were interested in the options staff raised regarding commercial uses off arterials, such as local-serving commercial areas; changes to zoning to increase density to facilitate walking and rolling; affordable housing for employees and customers; presence of retail anchors; piloting new outdoor markets supporting innovation; and more support in the permitting process.

Consumer confidence:

- Retail sales have been impacted by the trend towards online shopping.
- A lot of interest in the proposals to address the trend towards online shopping such as the role of BIAs in winning back the consumer confidence to avoid economic decline (as people will drive further to receive better services); seeking federal funding for delivery of digital transformation of businesses; and opportunities to increase floor areas for sales and less for storage.

Safety for small businesses

- Participants were interested in how the ELER will address the safety issues. The following observations were made:
 - The ELER will not be leading the work addressing small business districts safety issues.
 - Other City groups are already leading safety issues including the Vancouver Police Department, ACCS and other City groups.
 - The ELER highlights safety as an economic issue as well.

Parking

- Concern for lack of parking.
- Interest in exploring the use of EasyPark as a potential solution for lack of parking.
- Staff indicated that the parking focus is developing destination businesses for local residents. In response, participants raised the issue of parking for businesses in low density areas, where businesses cannot exist without a parkade. Participants also suggested tying it closely with transit routes.
- EasyPark can be involved more to invest in areas less served by transit, that have potential to redevelop in future.
- For parking policy, include the recommendation to assist people with mobility issues.

Transit

- Concern about TransLink service cuts due to budgeting issues.
- Ensuring safe travel of people to work places is important.

Group 2: Retail, Commercial Areas Feedback (Continued)

Specific Feedback

Strategic communication

- Support for area marketing and messaging about consumer responsibility needed.
- The City should continue to seek feedback from BIAs.
- The City needs to develop a strategy around the tone of messaging to reduce fear rather than increase it (fear of second wave).
- The City needs the support of a communication specialist.

Legacy Business Program and Social Impact Assessment

- Support is needed for long-term legacy businesses that cannot survive on their own. A legacy business is the one that adds value to the community (cultural or service role).
- There are the opportunities to relocate the legacy businesses in case of redevelopment.
- The definition of ‘social’ has been expanded to include local-serving small businesses.

General feedback

- Non-profit social enterprises should be added in objectives for Vancouver Plan.
- Sanitation issues are more urgent now, across the city of Vancouver.
- Ensure people feel safe in light of emerging social issues.
- The City should fast-track changes needed over the next 6 months, as we could see a big wave of vacancies.

Group 3: Industrial Space and Office & Hotels Feedback

Specific Feedback

Protecting Industrial

- Protecting industrial is important since only 7% of our land base is industrial and will need to be allowed to function appropriately.
- “Job-only areas” seems to be archaic approach leading to 9-5 office areas, office parks and inactive, underutilized industrial areas.
- Important to have diverse employment spaces near transit.
- Many companies do not want to locate in sterile business parks.
- Mixed-use areas are more vibrant and attractive for employers and employees.
- The mixed use nature of industrial already in some areas of Vancouver is what makes the city more global in its appeal.
- Given the majority of industrial in the City is light industrial, there should be a focus on how the industrial sector can work with the tech sector.
- Consider the impact of taking away restrictions of specific 1 FSR industrial requirements (that are more restrictive than outright approval use) when making industrial uses in mixed use industrial developments more inclusive.

Intensive Industrial

- Staff support could play a significant role in redevelopment viability for existing development projects that seek to amend zoning while promoting intensive industrial development.
- Interest in regulation changes with respect to intensified industrial developments, such as maximum heights and whether the review process will be case by case.
- Recommend performing analysis on the financial feasibility of multi-level industrial on its own without other mixed-uses (e.g. office, residential) particularly with the other objective to seek affordability.
- The City should consider how to address site specific industrial land constraints to bringing in more industrial development.

Worker housing

- One of the largest issues facing small and large industrial business is finding local employees, especially employees not travelling from outside Vancouver.
- Warn against the introduction of residential uses e.g. artist studios as they may inhibit industrial uses.

Future logistics

- Transportation and logistics hubs are important to shift to cleaner vehicles in urban areas.
- Strongly support the involvement of the Urban Freight Council in consultations.
- Tourism depends on industrial lands as part of their supply chains (laundry, commissary, etc.).
- Local commercial vehicle depots are needed to avoid parking outside of Vancouver while mitigating the issues of congestion, operational costs and pollution.

Hotels

- Protecting the existing hotel room stock through the pandemic continues to be challenging.
- The need remains for increased hotel room capacity to meet future demand growth at 2019 levels that may be reached in 4-6 years.
- Recommend monitoring supply and demand of hotels.
- Hotel market is under considerable strain at present.
- Net increase in hotel rooms needs to be a target.
- Consider applying the interim hotel policy more creatively, such as applying it to sites without a hotel use.

Office

- Affordability of new office spaces is an issue.
- Concern for appropriate office sizing.
- Concern about actual capacity at Grandview Boundary for more office.
- Cluster and explore more mixed-use office combinations to increase density.
- Flexibility in zoning should be provided in order to provide adaptability in case of an economic downturn.

Group 3: Industrial Space and Office & Hotels Feedback (continued)

General Feedback

- Consider requiring more density to support local commercial outside the Central Business District (CBD).
- The ELER outlook is too long-term.
- COVID-19 has had unprecedented negative impact on our economy with impacts just beginning to appear.
- Recovery will likely take many years but should recognize and aid - in the short term - impacted projects.
- The vision of the ELER policies should “think bigger”. Current policy approach is underwhelming.
- The ELER should consider connecting with the Mayors group.

General Feedback for the Review

Business viability

- Closures continue as businesses continue to be adversely affected by the pandemic.
- Many businesses especially in tourism and retail sectors may not survive to the other side of the pandemic.
- Cash flow remains an issue for most businesses.

Work-from-home transition

- Many organizations were not ready for the transition from office to home.
- Not all work can transition to work-from-home.

Demand for space

- Health guidelines have increased the demand for operational space across sectors with indoor work.
- Inequitable distribution of impacts.